



# **Departmental Quarterly Performance Report**

**Miami-Dade Water and Sewer Department**

**Reporting Period:**

**FY 02-03**

**Third Quarter**

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**Department Name: Miami-Dade Water and Sewer Department**  
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**MAJOR PERFORMANCE INITIATIVES**

**Describe Key Initiatives and Status**

**Check all that apply**

County Mgr. Priority (Circle One): *People* **Service** *Technology* *Fiscal Responsibility*

**Goal: Provide a more expeditious plans processing review system**

**Objectives:**

- Achieve an average 30-day turn around time for dry runs, versus 6-8 weeks actual time
- Achieve an average 15-day turn around time for final drawing approval, versus 3-6- weeks actual time
- Create a Walk-Thru Review Process for small projects, versus 2-3 weeks actual time (This objective is being reevaluated to be replaced by a smaller turn around time for smaller projects)

**Performance Measures:**

Number of plans received: 609  
 Number of plans received per employee: 203  
 Average turn around time Dry runs: 30 days  
 Average turn around time Finals: 2 weeks  
 Number of donations-Water (DW): 71  
 Number of donations-Sewer (DS): 41  
 Number of customer's feed back: 5  
 Customer satisfaction rating: NA

☐ *Strategic Plan*  
☒ ***Business Plan***  
☐ *Budgeted Priorities*  
☐ *Customer Service*  
☐ *ECC Project*  
☐ *Workforce Dev.*  
☐ *Audit Response*  
☐ *Other* \_\_\_\_\_  
 (Describe)

County Mgr. Priority (Circle One): *People* **Service** *Technology* *Fiscal Responsibility*

**Goal: Enhance customer satisfaction through the new client server Customer Information System (CIS)**

**Objectives 1:**

- Provide improvements to the CIS

**Performance measures:**

Number of CIS enhancements implemented by September 30, 2003

Three additional enhancements were implemented during the third quarter

1. Start Stop Date function to prevent dates greater than 90 days in the future from being entered into the system.
2. Customer Control Panel modified to permit the Customer Service Representative to view the complete contact type, premise address, and account-person holder in their entirety.
3. Name on Refund Check modification allows the use of the name that appears in the person name field and disallows the Override Mail Name.

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☒ ***Business Plan***  
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<p>County Mgr. Priority (Circle One): People <u>Service</u> Technology Fiscal Responsibility</p> <p><b>Goal: Enhance customer satisfaction through the new client server Customer Information System (CIS) (Continued)</b></p> <p><b>Objective 2:</b></p> <ul style="list-style-type: none"><li>• Reduce average phone calls waiting time for customers from 4 to 2 minutes.</li></ul> <p><b>Performance measure:</b></p> <p>Average response time</p> <p>Work remains pending on these items. Additional permanent personnel have been approved on an overage basis. The selection and appointment process is on going. Upon the acquisition of additional monitoring software and enhancements for the Interactive Voice Response (IVR) equipment, along with the appointment and training of the additional permanent personnel; the organizational structure of the Call Center will be changed to support a "One-call" process to reduce the average call wait time. Due to a delay in implementing the monitoring equipment, the Performance Measure cannot be calculated at this time.</p>	<p><input type="checkbox"/> Strategic Plan</p> <p><input checked="" type="checkbox"/> <b>Business Plan</b></p> <p><input type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____</p> <p>(Describe)</p>
<p>County Mgr. Priority (Circle One): People <u>Service</u> Technology Fiscal Responsibility</p> <p><b>Goal: Provide Improved Potable Water Quality in South Miami-Dade County</b></p> <p><b>Objective 1:</b></p> <ul style="list-style-type: none"><li>• Obtain approval for the location of new wellfields.</li></ul> <p><b>Performance Measure:</b></p> <p>Obtain Water Use Permit from South Florida Water Management District by September 2003</p> <p>Permit was approved on March 13, 2003</p> <p><b>Objective 2:</b></p> <p>Perform Pilot Testing of Membranes for new plant. Receiving test membranes by end of July, commencing tests in August.</p> <p><b>Performance Measure:</b></p> <p>Complete test and issue engineering report, recommending 3 membranes by December 2003</p> <p>A test site has been selected. Procurement has prepared RFQ No 55 for membrane elements. This RFQ was scheduled for the April Governmental Operations and Environment (GOE) Committee. The item has been approved by the Committee, and Mr. T. Lucas Director DPM.</p>	<p><input type="checkbox"/> Strategic Plan</p> <p><input checked="" type="checkbox"/> <b>Business Plan</b></p> <p><input type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____</p> <p>(Describe)</p>

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<p>County Mgr. Priority (Circle One): <i>People</i> <i>Service</i> <i>Technology</i> <u><b>Fiscal Responsibility</b></u></p> <p><b>Goal: Reduce financial impact to the county by modifying the Interim Peak Flow Study for Wastewater Facilities</b></p> <p><b>Objective 1:</b></p> <ul style="list-style-type: none"> <li>Obtain approval from EPA for Lateral Pilot Study, including time allocation and associated extension for Peak Flow Study submittal by December 2002</li> </ul> <p><b>Performance Measure:</b></p> <p>Obtain Lateral Pilot Study approval by December 2002</p> <p>Lateral Pilot Study was approved by the EPA on January 25<sup>th</sup> 2002. As a result of this study, the Peak Flow Management Study submittal date has been extended to February 8, 2007</p> <p><b>Objective 2:</b></p> <ul style="list-style-type: none"> <li>Obtain regulatory approval (EPA &amp; DEP) for alternative wastewater treatment during storm conditions</li> </ul> <p><b>Performance Measure:</b></p> <p>Obtain Permit modification by March 2003</p> <p>Submittal of the permit application has been delayed because the EPA is about to publish a blending policy, which will provide guidance to the Regional Office on how to approve alternative treatment process. The proposed Florida Department of Environmental Protection Consent Order allows for the consideration of alternative treatment for the South District Wastewater Treatment Plant.</p>	<p><input checked="" type="checkbox"/> <b>Strategic Plan</b></p> <p><input checked="" type="checkbox"/> <b>Business Plan</b></p> <p><input type="checkbox"/> <i>Budgeted Priorities</i></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____  <i>(Describe)</i></p>
<p>County Mgr. Priority (Circle One): <i>People</i> <i>Service</i> <i>Technology</i> <u><b>Fiscal Responsibility</b></u></p> <p><b>Goal: To reduce WASD Inventory System-wide</b></p> <p><b>Objective:</b></p> <ul style="list-style-type: none"> <li>Reduce the actual physical inventory of the department by 5% during FY 2002-03</li> </ul> <p><b>Performance Measure:</b></p> <p>Amount of savings from implementation of tasks</p> <p>Criteria have been established and meetings have been held with respective division users of materials. Site visits have been scheduled starting February 2003 to begin implementation. It is anticipated that the 5% reduction will be achieved this fiscal year.</p>	<p><input checked="" type="checkbox"/> <b>Strategic Plan</b></p> <p><input checked="" type="checkbox"/> <b>Business Plan</b></p> <p><input type="checkbox"/> <i>Budgeted Priorities</i></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____  <i>(Describe)</i></p>

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<p>County Mgr. Priority (Circle One): <i>People</i> <i>Service</i> <i>Technology</i> <u><i>Fiscal Responsibility</i></u></p> <p><b>Goal: To reduce unnecessary charge related to printing charges</b></p> <p><b>Objective:</b></p> <ul style="list-style-type: none"> <li>• Reduce capital purchases of laser printers and secure copier machines that can provide network printing and scanning features</li> </ul> <p><b>Performance Measure:</b></p> <p>Amount of savings from network on copiers and reduction of costs associated with the laser printers vs. providing service</p> <p>The Douglas Road Facility has been fully implemented with copiers that provide both scanning and network printing capacity. Approximately 30% of the outer facilities have been upgraded to date. No new installations of single use scanners have been done this fiscal year, nor have any new printers been added to the capital inventory. It is anticipated that installation of all sites will be completed this fiscal year.</p>	<p><i>Strategic Plan</i>  <input checked="" type="checkbox"/> <b><i>Business Plan</i></b>  <input type="checkbox"/> <i>Budgeted Priorities</i>  <input type="checkbox"/> <i>Customer Service</i>  <input type="checkbox"/> <i>Workforce Dev.</i>  <input type="checkbox"/> <i>ECC Project</i>  <input type="checkbox"/> <i>Audit Response</i>  <input type="checkbox"/> <i>Other</i> _____  <i>(Describe)</i></p>
<p>County Mgr. Priority (Circle One): <u><i>People</i></u> <i>Service</i> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p><b>Goal: Provide additional training to existing staff</b></p> <p><b>Objective:</b></p> <ul style="list-style-type: none"> <li>• Train 1042 employees per quarter.</li> </ul> <p><b>Performance Measure:</b></p> <p>Number of employee trained per quarter.  <b>In the first quarter, 385 employees were trained. In the second quarter, 1,194 employees were trained. In the third quarter 704 employees were trained.</b></p> <p><b>Total scheduled for training: 947</b></p> <p><b>Total who attended/passed training: 704 Percentage who attended: 75%</b>  <b>Total no-show: 239 Percentage no-show: 25%</b>  <b>Total failed: 1</b>  <b>Total incomplete: 3</b></p> <p><b>The following courses have been</b>  <i>Revised/created:</i>  <b>Hurricane preparedness</b>  <b>WASD orientation</b>  <b>Back safety</b>  <b>Fire warden</b>  <b>Fluorosilicic acid training</b>  <b>Personal protective equipment</b>  <i>Customized:</i>  <b>Supervisor success</b>  <b>Customer service excellence (Customer service division)</b>  <b>Customer service excellence (Customer collection)</b>  <i>Vendor provided training:</i>  <b>CEU credits for professional taught by MDCC</b>  <b>Spanish, beginning conversation taught by MDCC</b></p>	<p><i>Strategic Plan</i>  <input checked="" type="checkbox"/> <b><i>Business Plan</i></b>  <input type="checkbox"/> <i>Budgeted Priorities</i>  <input type="checkbox"/> <i>Customer Service</i>  <input type="checkbox"/> <i>Workforce Dev.</i>  <input type="checkbox"/> <i>ECC Project</i>  <input type="checkbox"/> <i>Audit Response</i>  <input type="checkbox"/> <i>Other</i> _____  <i>(Describe)</i></p>



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<p>County Mgr. Priority (Circle One): <i>People</i> <u><b>Service</b></u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Implement new retail rates for water and wastewater as approved.</p> <p><b>Implemented October 1, 2002</b></p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> <b>Business Plan</b></p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____</p> <p>(Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u><b>Service</b></u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Continue implementation of a \$ 1 billion wastewater facilities improvement program to satisfy the requirements of two federal consent decrees and two state settlement agreements; additional requirements under decrees and agreements have extended the anticipated completion date to January 2010; program improvements includes upgrade of the wastewater collection, transmission, treatment, and disposal systems.</p> <p><b>Ongoing. As of June 2003, 1358 milestones have been completed.</b></p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> <b>Business Plan</b></p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____</p> <p>(Describe)</p>
<p>County Mgr. Priority (Circle One): <u><b>People</b></u> <i>Service</i> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Provide subsidy to the City of North Miami Beach to reimburse for water and sewer surcharge charged by the City to UMSA residents living in single-family homes (not to exceed \$ 786,000)</p> <p><b>This agreement was sent on December 24, 2002 to NMB City Manager for signature. It is pending further discussion with Commissioner Ferguson's office regarding creation of City of Miami Gardens.</b></p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> <b>Business Plan</b></p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____</p> <p>(Describe)</p>
<p>County Mgr. Priority (Circle One): <u><b>People</b></u> <i>Service</i> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Continue to modernize and rehabilitate water and wastewater systems, expand and upgrade water and wastewater treatment facility capacity and infrastructure to meet increasing demands, improve water treatment process to satisfy new standards, and promote water conservation</p> <p><b>The updated water and wastewater facilities master plans, that include these projects, has been approved by the BCC on July 22, 2003.</b></p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> <b>Business Plan</b></p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____</p> <p>(Describe)</p>
<p>County Mgr. Priority (Circle One): <u><b>People</b></u> <i>Service</i> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Continue connecting park sewers (funding of \$3 million provided by Miami-Dade Water and Sewer Department)</p> <p><b>Ongoing</b></p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> <b>Business Plan</b></p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____</p> <p>(Describe)</p>

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<p>County Mgr. Priority (Circle One): People <u>Service</u> Technology Fiscal Responsibility</p> <p>Restore road and rights-of-way of streets surrounding the Hialeah-Preston Water Treatment Plants</p> <p>MDWASD has successfully re-engineered the proposed water main project in a way that eliminates the need to perform any construction on 3<sup>rd</sup> Ave or 13<sup>th</sup> St. Construction of this line will not impact the recently improved 9<sup>th</sup> St. project. The City can now plan their drainage work and the re-surfacing required, as a result, that will be the responsibility of the City.</p>	<p><input type="checkbox"/> Strategic Plan</p> <p><input type="checkbox"/> Business Plan</p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____</p> <p>(Describe)</p>
<p>County Mgr. Priority (Circle One): People <u>Service</u> Technology Fiscal Responsibility</p> <p>Continue to upgrade wastewater pump stations and transmission mains</p> <p><b>Ongoing.</b></p>	<p><input type="checkbox"/> Strategic Plan</p> <p><input type="checkbox"/> Business Plan</p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____</p> <p>(Describe)</p>
<p>County Mgr. Priority (Circle One): People Service <u>Technology</u> Fiscal Responsibility</p> <p>Conduct a feasibility study of a greywater recycling project to irrigate Crandon Golf Course</p> <p><b>MDWASD has met with the Parks Department and the South Florida Water Management District to start the development of a feasibility study to use reclaim water to irrigate various parks, including Crandon.</b></p>	<p><input type="checkbox"/> Strategic Plan</p> <p><input type="checkbox"/> Business Plan</p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____</p> <p>(Describe)</p>
<p>County Mgr. Priority (Circle One): People <u>Service</u> Technology Fiscal Responsibility</p> <p>Continue Phase II water and sewer improvements along NW 7th Ave south of the Little River canal</p> <p><b>Design-built project awarded, 95 % completed. Project to be completed in FY 2002-03.</b></p>	<p><input type="checkbox"/> Strategic Plan</p> <p><input type="checkbox"/> Business Plan</p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____</p> <p>(Describe)</p>
<p>County Mgr. Priority (Circle One): People <u>Service</u> Technology Fiscal Responsibility</p> <p>Continue water and sewer improvements along NW 32nd Ave</p> <p><b>Metro equipment has completed 95 % of the work. Preparing to do the start-up at the pump station.</b></p>	<p><input type="checkbox"/> Strategic Plan</p> <p><input type="checkbox"/> Business Plan</p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____</p> <p>(Describe)</p>

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<p>County Mgr. Priority (Circle One): People <u>Service</u> Technology Fiscal Responsibility</p> <p>Begin preliminary planning and design for the installation of water distribution and sewage collection systems to service the Perrine-Cutler Ridge business area from SW 168 Street to 184 Street and from SW 97 avenue to the bus way.</p> <p><b>Design reports completed May 2003.</b>  <b>Partial funding secured.</b>  <b>Exploring the creation of a special taxing district and expect preliminary estimate in September 2003.</b></p>	<p><input type="checkbox"/> Strategic Plan  <input type="checkbox"/> Business Plan  <input checked="" type="checkbox"/> <b>Budgeted Priorities</b>  <input type="checkbox"/> Customer Service  <input type="checkbox"/> Workforce Dev.  <input type="checkbox"/> ECC Project  <input type="checkbox"/> Audit Response  <input type="checkbox"/> Other _____  (Describe)</p>
<p>County Mgr. Priority (Circle One): People <u>Service</u> Technology Fiscal Responsibility</p> <p>Take over responsibility for maintenance, repair, and operation of County-owned pump stations from P&amp;R, C&amp;R, and GSA</p> <p><b>Per the Assistant County Manager, the funds are to be used for the new turf of the soccer park next to the Southwest Wellfield, for wellfield protection.</b>  <b>No further action needed.</b></p>	<p><input type="checkbox"/> Strategic Plan  <input type="checkbox"/> Business Plan  <input checked="" type="checkbox"/> <b>Budgeted Priorities</b>  <input type="checkbox"/> Customer Service  <input type="checkbox"/> Workforce Dev.  <input type="checkbox"/> ECC Project  <input type="checkbox"/> Audit Response  <input type="checkbox"/> Other _____  (Describe)</p>
<p>County Mgr. Priority (Circle One): People <u>Service</u> Technology Fiscal Responsibility</p> <p>Begin implementation of a new financial system</p> <p><b>Pending completion of RFP selection process.</b>  <b>At this time, MDWASD is unable to determine the final selection date because the Cone Of Silence is still in effect.</b></p>	<p><input type="checkbox"/> Strategic Plan  <input type="checkbox"/> Business Plan  <input checked="" type="checkbox"/> <b>Budgeted Priorities</b>  <input type="checkbox"/> Customer Service  <input type="checkbox"/> Workforce Dev.  <input type="checkbox"/> ECC Project  <input type="checkbox"/> Audit Response  <input type="checkbox"/> Other _____  (Describe)</p>
<p>County Mgr. Priority (Circle One): People <u>Service</u> Technology Fiscal Responsibility</p> <p>Continue to inspect and rehabilitate gravity sewers to reduce infiltration and inflow</p> <p><b>Ongoing</b></p>	<p><input type="checkbox"/> Strategic Plan  <input type="checkbox"/> Business Plan  <input checked="" type="checkbox"/> <b>Budgeted Priorities</b>  <input type="checkbox"/> Customer Service  <input type="checkbox"/> Workforce Dev.  <input type="checkbox"/> ECC Project  <input type="checkbox"/> Audit Response  <input type="checkbox"/> Other _____  (Describe)</p>
<p>County Mgr. Priority (Circle One): People <u>Service</u> Technology Fiscal Responsibility</p> <p>Continue system wide corrosion control plan including sewer main restoration refurbishing structures at the pump stations and various projects at the regional wastewater treatment plants</p> <p><b>Ongoing</b></p>	<p><input type="checkbox"/> Strategic Plan  <input type="checkbox"/> Business Plan  <input checked="" type="checkbox"/> <b>Budgeted Priorities</b>  <input type="checkbox"/> Customer Service  <input type="checkbox"/> Workforce Dev.  <input type="checkbox"/> ECC Project  <input type="checkbox"/> Audit Response  <input type="checkbox"/> Other _____  (Describe)</p>



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<p>County Mgr. Priority (Circle One): People <u>Service</u> Technology Fiscal Responsibility</p> <p>Implementation of reuse program at the Central and South District Wastewater Treatment Plants</p> <p><b>Completed in FY 01-02</b></p>	<p><input type="checkbox"/> Strategic Plan</p> <p><input type="checkbox"/> Business Plan</p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____ (Describe)</p>
<p>County Mgr. Priority (Circle One): People <u>Service</u> Technology Fiscal Responsibility</p> <p>Improvements at the Central District Wastewater Treatment Plant, including digesters improvements, emergency generators, sludge holding tanks, gravity sludge thickener improvements.</p> <p><b>The design of the digester is completed, and the first of three construction contracts is at the late stage of completion.</b></p> <p><b>The design of the emergency generator is completed. The generator is purchased, and will be installed.</b></p> <p><b>The sludge holding tank and the gravity sludge thickener are in the planning process.</b></p>	<p><input type="checkbox"/> Strategic Plan</p> <p><input type="checkbox"/> Business Plan</p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____ (Describe)</p>
<p>County Mgr. Priority (Circle One): People <u>Service</u> Technology Fiscal Responsibility</p> <p>Continue multiyear water program addressing water pumping, treatment, transmission, and distribution capacity required under the Comprehensive Development Master Plan (CDMP)</p> <p><b>The Water Facilities Master has been updated to meet the projected demands to the year 2020. The Plan was approved by the BCC on July 22, 2003.</b></p>	<p><input type="checkbox"/> Strategic Plan</p> <p><input type="checkbox"/> Business Plan</p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____ (Describe)</p>
<p>County Mgr. Priority (Circle One): People Service <u>Technology</u> Fiscal Responsibility</p> <p>\$75,000 Funding for the South Florida Resource Center Mobile Irrigation Lab will be provided by the water and Sewer Department</p> <p><b>Second quarter installment, in the amount of \$18,750.00, has been made made on May 5, 2003; for a total year to date payment of \$37,500.</b></p>	<p><input type="checkbox"/> Strategic Plan</p> <p><input checked="" type="checkbox"/> <b>Business Plan</b></p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____ (Describe)</p>

**Departmental Quarterly Performance Report**  
**Department Name: Miami-Dade Water and Sewer Department**  
**Reporting Period: FY 02-03, Third Quarter**

County Mgr. Priority (Circle One): *People* *Service* *Technology* *Fiscal Responsibility*

Funding for the sewer connection from NW 7 Avenue to 27 Avenue along 183 Street (\$3 million) and the sewer main relocation for the Carol City Community Center (\$255,000).

**An inter-local agreement has been approved by the City of North Miami Beach, pending County approval, for the sewer connection along 183<sup>rd</sup> Street. A joint project agreement with the Florida Department of Transportation has been signed for the construction, which is anticipated to be completed by January 1, 2004. The sewer main relocation for the Carol City Community Center was completed in April 2003.**

☐ *Strategic Plan*  
☐ *Business Plan*  
☒ ***Budgeted Priorities***  
☐ *Customer Service*  
☐ *Workforce Dev.*  
☐ *ECC Project*  
☐ *Audit Response*  
☐ *Other* \_\_\_\_\_  
*(Describe)*

County Mgr. Priority (Circle One): *People* *Service* *Technology* *Fiscal Responsibility*

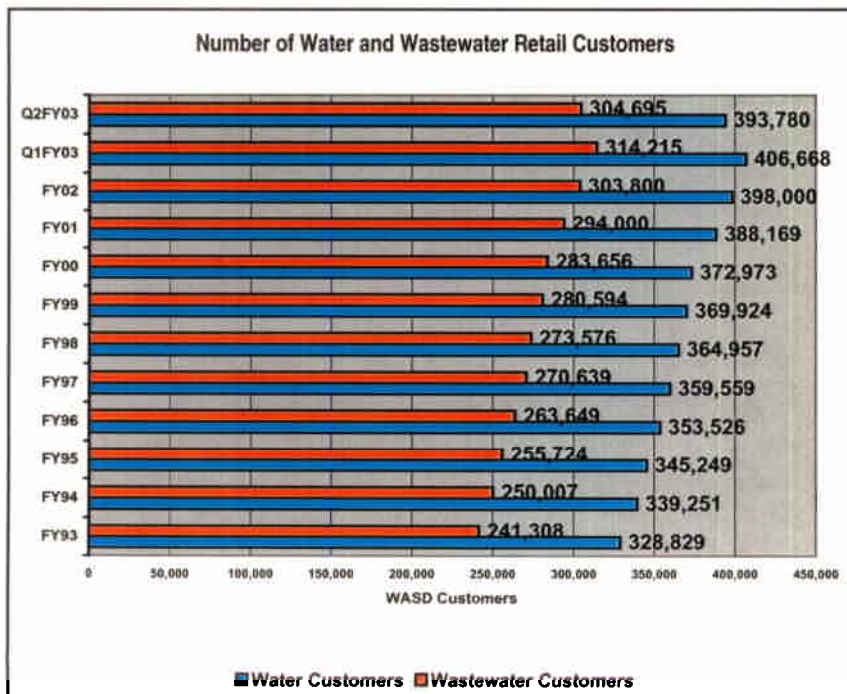
Funding for projects along NW 79 Street and along NW 27 Avenue from 54 Street to 135 Street will be obtained from grants and from the Water and Sewer Department

**EPA Grant of \$500,000 available for the design of NW 79<sup>th</sup> Street project.  
Grant agreement anticipated in August 2003.**

☐ *Strategic Plan*  
☐ *Business Plan*  
☒ ***Budgeted Priorities***  
☐ *Customer Service*  
☐ *Workforce Dev.*  
☐ *ECC Project*  
☐ *Audit Response*  
☐ *Other* \_\_\_\_\_  
*(Describe)*

County Mgr. Priority (Circle One): *People* *Service* *Technology* *Fiscal Responsibility*

**Number of water and sewer customers**



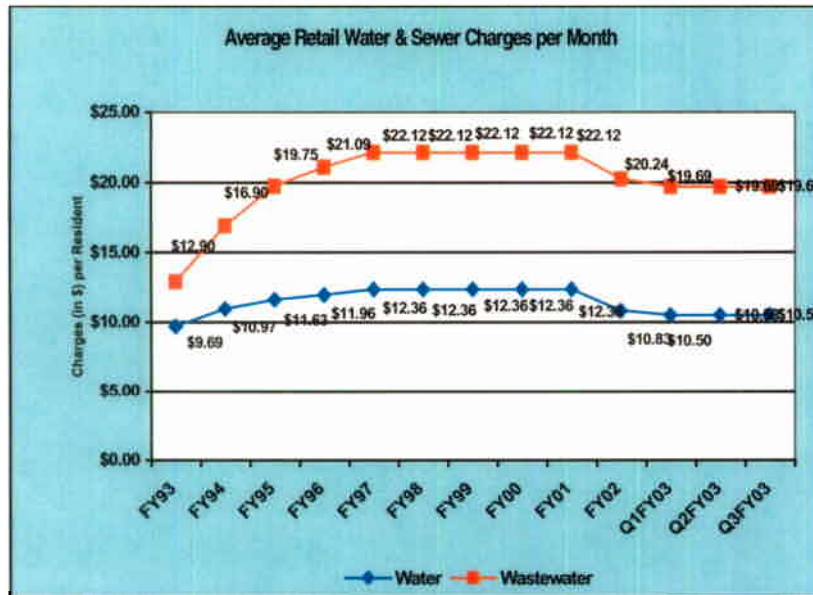
☐ *Strategic Plan*  
☐ *Business Plan*  
☐ *Budgeted Priorities*  
☐ *Customer Service*  
☐ *Workforce Dev.*  
☐ *ECC Project*  
☐ *Audit Response*  
☒ ***Other*** \_\_\_\_\_  
*(Describe)*

**Department Workload Indicator**

**Departmental Quarterly Performance Report**  
**Department Name: Miami-Dade Water and Sewer Department**  
**Reporting Period: FY 02-03, Third Quarter**

County Mgr. Priority (Circle One): People Service Technology Fiscal Responsibility

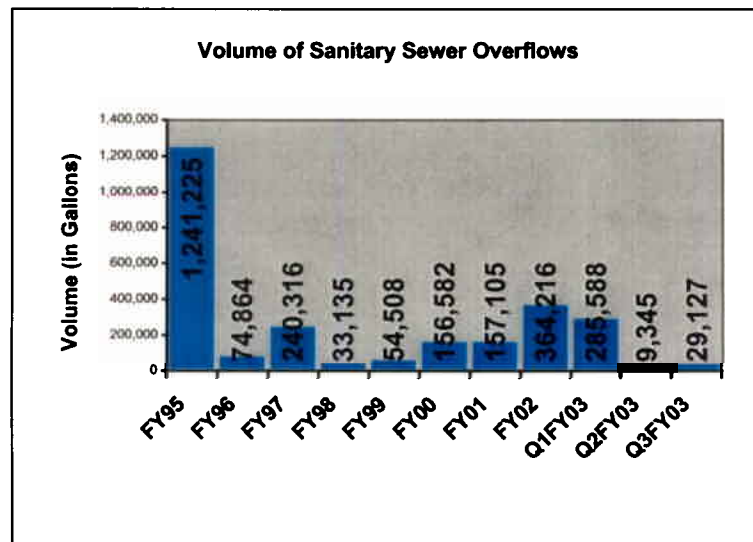
**Average retail water and sewer charges per month**



☐ Strategic Plan  
☐ Business Plan  
☒ Budgeted Priorities  
☐ Customer Service  
☐ Workforce Dev.  
☐ ECC Project  
☐ Audit Response  
☐ Other \_\_\_\_\_  
 (Describe)

County Mgr. Priority (Circle One): People Service Technology Fiscal Responsibility

**Performance Measure: Volume of Sanitary Sewer Overflows**



☐ Strategic Plan  
☐ Business Plan  
☐ Budgeted Priorities  
☐ Customer Service  
☐ Workforce Dev.  
☐ ECC Project  
☐ Audit Response  
☒ Other \_\_\_\_\_  
 (Describe)

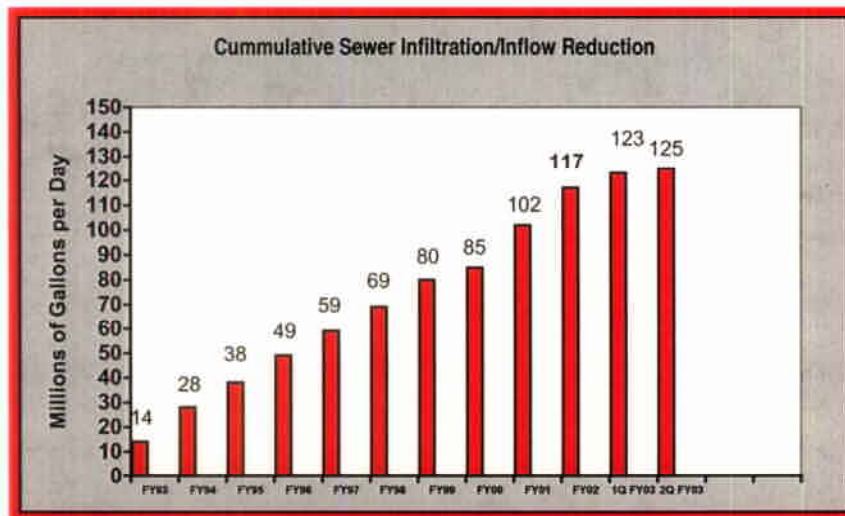
**Department  
Performance  
Measure**

NOTE: The volume of overflows excludes those caused by severe storms, contractor breaking a pipe or vandalism. The severe storms include Tropical Storm Gordon (FY95), the October 1998 2-yr storm, Hurricane Irene (FY00) and the No-name Storm of October 2000 (FY01). Due to elaborated causes on 6-21-02, Pump Station #2 experienced a spill of more than 300,000 gallons

**Departmental Quarterly Performance Report**  
**Department Name: Miami-Dade Water and Sewer Department**  
**Reporting Period: FY 02-03, Third Quarter**

County Mgr. Priority (Circle One): People Service Technology Fiscal Responsibility

**Performance Measure: Infiltration and Inflow reduction**



Note The 1<sup>st</sup> and 2<sup>nd</sup> Quarters figures have been changed

☐ Strategic Plan  
☐ Business Plan  
☐ Budgeted Priorities  
☐ Customer Service  
☐ Workforce Dev.  
☐ ECC Project  
☐ Audit Response  
☒ Other \_\_\_\_\_  
 (Describe)

**Department  
Performance  
Measure**

County Mgr. Priority (Circle One): People Service Technology Fiscal Responsibility

**Efficiency Program** –WASD estimates that this fiscal year efficiency savings will amount to \$4,129,055.

The savings reported for the first three quarters are \$1,779,323.

Additionally, the engineer end user input Process Improvement Team (PIT) has recommended a formal mechanism for end user input in the design of major equipment operated and maintained by WASD.

The POWER committee approved the recommendation and implementation is ongoing.

☐ Strategic Plan  
☐ Business Plan  
☐ Budgeted Priorities  
☐ Customer Service  
☐ Workforce Dev.  
☒ ECC Project  
☐ Audit Response  
☐ Other \_\_\_\_\_  
 (Describe)

County Mgr. Priority (Circle One): People Service Technology Fiscal Responsibility

**Memorandum of Understanding (MOU) ECC Report # 809** – WASD, The Office of Performance Improvement (OPI), and the Unions (Government Supervisors Association of South Florida and AFSCME Local 121) are developing a Memorandum Of Understanding (MOU) that will assist with measuring performance and rewarding employees through gain-sharing. The Department is developing two sets of performance measures and targets: one department-wide and the other by assistant director group (2). These measures will be used for the first year of the MOU (FY04). In addition, during the first year information will be collected for potential performance measures for years 2 to 5. Numerous meetings were held with Assistants Director, Chiefs, Efficiency Coordinators, and Union Representatives. More meetings are scheduled to select the final measures and recommended target. It is anticipated that the MOU will be finalized with gain-sharing component by the end of this fiscal year.

☐ Strategic Plan  
☐ Business Plan  
☐ Budgeted Priorities  
☐ Customer Service  
☐ Workforce Dev.  
☒ ECC Project  
☐ Audit Response  
☐ Other \_\_\_\_\_  
 (Describe)



# Departmental Quarterly Performance Report

Department Name: Miami-Dade Water and Sewer Department

Reporting Period: FY 02-03, Third Quarter

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County Mgr. Priority (Circle One): <i>People</i> <i>Service</i> <i>Technology</i> <u><i>Fiscal Responsibility</i></u>	<input type="checkbox"/> <i>Strategic Plan</i> <input type="checkbox"/> <i>Business Plan</i> <input type="checkbox"/> <i>Budgeted Priorities</i> <input type="checkbox"/> <i>Customer Service</i> <input type="checkbox"/> <i>Workforce Dev.</i> <input checked="" type="checkbox"/> <b><i>ECC Project</i></b> <input type="checkbox"/> <i>Audit Response</i> <input type="checkbox"/> <i>Other</i> _____ (Describe)
<p>WASD has developed a five year financial projection plan that recommends consecutive 6% revenue requirement increases for fiscal year 2003-2004 and fiscal year 2004-2005</p>	

**Departmental Quarterly Performance Report**  
**Department Name: Miami-Dade Water and Sewer Department**  
**Reporting Period: FY 02-03, Third Quarter**

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**PERSONNEL SUMMARY**

**A. Filled/Vacancy Report**

NUMBER OF FULL- TIME POSITIONS *	Filled as of September 30 of Prior Year	Current Year Budget	Actual Number of Filled and Vacant positions at the end of each quarter							
			Quarter 1		Quarter 2		Quarter 3		Quarter 4	
			Filled	Vacant	Filled	Vacant	Filled	Vacant	Filled	Vacant
	2,343	02-03	2,380	145	2,398	127	2,358	167		

\* Public Safety Departments should report the sworn versus non-sworn personnel separately and Departments with significant part-time, temporary or seasonal help should report these separately.

**Notes:**

**B. Key Vacancies**

Security position, customer service overages, other overages.

(0810) Administrative Officer 1	(5712) W&S Office Support Specialist 2
(5802) W&S Clerk 2	(5802) W&S Semi-Skilled Laborer
(5852) Treatment Plant Operator 1	(5940) New Business Representative
(5719) W&S Secretary	(5904) Customer Service Supervisor 1

**C. Turnover Issues**

Promotional positions – each time there is a promotion in one tier, it affects the other positions.

(5541) Pipe fitter Supervisor 2	(5861) Lime Production Plant Operator
(5574) W&S Service Technician Supervisor	(5904) Customer Service Supervisor 1
(5748) Customer Service Representative 1	(5940) New Business Representative
(5749) Customer Service Representative 2	(5972) W&S Plant Maintenance Supv.
(5853) Treatment Plant Operator 2	(5974) W&S Mech. Maintenance Supv.

**D. Skill/Hiring Issues**

- Salary levels for technical staff.
- County-wide hiring freeze since April 25, 2003.

**E. Part-time, Temporary and Seasonal Personnel**

*(Including the number of temporaries long-term with the Department)*

- 71 Agency Temporary Employees
- No Part-time employees

**F. Other Issues**

- Positions on “CK” status (injuries)
- Residency requirement – qualified applicant from bordering County
- Lack of qualified applicants – Wastewater Chief, Customer Service Chief, Security Chief.
- Significant number of workforce will be retiring from the department in the next 3 years.  
Needs succession plan for entire department

**Departmental Quarterly Performance Report**  
**Department Name: Miami-Dade Water and Sewer Department**  
**Reporting Period: FY 02-03, Third Quarter**

**FINANCIAL SUMMARY**

\$151,095,000	\$155,898,000	\$38,974,500	\$39,529,000	\$116,923,500	\$116,005,000	(\$918,500)	74%	
\$203,012,000	\$203,353,000	\$50,838,250	\$48,157,000	\$152,514,750	\$152,827,000	\$312,250	75%	
\$19,409,000	\$28,566,000	\$7,141,500	\$3,428,000	\$21,424,500	\$11,795,000	(\$9,629,500)	41%	1
\$33,895,000	\$33,988,000	\$8,497,000	\$0	\$25,491,000	\$0	(\$25,491,000)	0%	2
\$34,646,000	\$36,642,000	\$0	\$0	\$36,642,000	\$36,642,000	\$0	N/A	
\$442,057,000	\$458,447,000	\$105,451,250	\$91,114,000	\$352,995,750	\$317,269,000	(\$35,726,750)		
\$48,220,000	\$61,270,000	\$15,317,500	\$12,938,000	\$45,952,500	\$35,749,000	\$10,203,500	58%	
\$86,422,000	\$92,235,000	\$23,058,750	\$23,176,000	\$69,176,250	\$65,731,000	\$3,445,250	71%	
\$8,904,000	\$13,592,000	\$3,398,000	\$2,968,000	\$10,194,000	\$7,819,000	\$2,375,000	58%	
\$37,225,000	\$43,568,000	\$10,892,000	\$9,951,000	\$32,676,000	\$27,719,000	\$4,957,000	64%	
\$16,101,000	\$15,458,000	\$3,864,500	\$5,217,000	\$11,593,500	\$14,229,000	(\$2,635,500)	92%	
\$196,872,000	\$226,123,000	\$56,530,750	\$54,250,000	\$169,592,250	\$151,247,000	\$18,345,250	67%	3
\$133,000	\$5,976,000	\$1,494,000	\$1,440,000	\$4,482,000	\$5,020,000	(\$538,000)	84%	4
\$36,642,000	\$37,686,000	\$0	\$0	\$37,686,000	\$37,686,000	\$0	N/A	
\$36,775,000	\$43,662,000	\$1,494,000	\$1,440,000	\$42,168,000	\$42,706,000	(\$538,000)		
\$113,136,000	\$118,337,000	\$29,584,250	\$38,111,000	\$88,752,750	\$110,044,000	(\$21,291,250)	93%	5
\$62,239,000	\$69,059,000	\$17,264,750	\$18,314,000	\$51,794,250	\$53,260,000	(\$1,465,750)	77%	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A	
\$33,035,000	\$1,266,000	\$316,500	\$10,528,000	\$949,500	\$29,414,000	(\$28,464,500)	2323%	2
\$208,410,000	\$188,662,000	\$47,165,500	\$66,953,000	\$141,496,500	\$192,718,000	(\$51,221,500)		
\$442,057,000	\$458,447,000	\$105,190,250	\$122,643,000	\$353,256,750	\$386,671,000	(\$33,414,250)		
\$0	\$0	\$261,000	(\$31,529,000)	(\$261,000)	(\$69,402,000)			

**Departmental Quarterly Performance Report**  
**Department Name: Miami-Dade Water and Sewer Department**  
**Reporting Period: FY 02-03, Third Quarter**

**EQUITY IN POOLED CASH**

Fund	FY 2001-2002 Actual Fund Balance	Projected at Year-End as of			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Rate Stabilization Fund	\$90,915,216	\$90,262,470	\$90,262,470	\$90,262,470	\$90,262,470
General Reserve Fund	\$58,942,752	\$58,412,651	\$58,412,651	\$58,412,651	\$58,412,651
Renewal & Replacement Fund	\$60,432,059	\$72,648,675	\$69,898,675	\$67,148,675	\$64,398,675
Series 1994 Construction Fund	\$3,282,738	\$3,905,278	\$3,742,778	\$3,580,278	\$3,417,778
Special Construction Fund	\$11,159,260	\$11,077,146	\$11,090,146	\$11,103,146	\$11,116,146
Plant Expansion Fund	\$94,572,475	\$98,008,038	\$100,301,788	\$102,595,538	\$104,889,288
Fire Hydrant Fund	\$4,306,921	\$5,154,027	\$4,471,777	\$3,789,527	\$3,107,277
Series 1995 Construction Fund	\$61,350,107	\$61,664,947	\$59,863,697	\$58,062,447	\$56,261,197
Series 1997 Construction Fund	\$181,509,292	\$182,616,680	\$175,517,430	\$168,418,180	\$161,318,930
Series 1999 Construction Fund	\$119,087,476	\$119,068,859	\$117,616,359	\$116,163,859	\$114,711,359
<b>Total</b>	<b>\$685,558,296</b>	<b>\$702,818,771</b>	<b>\$691,177,771</b>	<b>\$679,536,771</b>	<b>\$667,895,771</b>

**Comments:**

The quarterly expenditure budget is based on 25% of the annual budget (as required by the Miami-Dade County Charter).

Water and Wastewater revenues budget for FY 2002-2003 is taken from "Cost of Service and Rate Study Report" prepared by KPMG Consulting.

FY 2002-2003 Operating Transfer is shown net of \$30,786,000 Transfer from General Reserve Fund. FY 2002-2003 Operating Transfer is \$32,052,000.

**Footnotes for Financial Summary**

- 1- Variation of Non-Operating Revenues due to lower interest earnings resulting primarily from lower interest rates.
- 2- Department Transfers from/to Other Funds do not occur until the fourth quarter of the fiscal year.
- 3- Variation of Operating Expenditures primarily due to lower than anticipated chemicals, outside services and natural gas costs.
- 4- Variation of Non-Operating Expenditures due to increase in inventory.
- 5- Variation of Transfer to Debt Service due to pre-funded Debt Service.



**Departmental Quarterly Performance Report**  
**Department Name: Miami-Dade Water and Sewer Department**  
**Reporting Period: FY 02-03, Third Quarter**

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***STATEMENT OF PROJECTION AND OUTLOOK***

**The Department projects to be within authorized budgeted expenditures and projects that available revenues will exceed expenses except as noted below:**


Notes and Issues:

(Summarize any concern or exception which will prohibit the Department from being within authorized budgeted expenditures and available revenues)

As reflected in the footnotes, the negative variance for Non-Operating Revenues is due to lower interest earnings based on lower interest rates for investments. The negative variance for Transfers from Other Funds is because the transfers do not occur until the fourth quarter. Therefore, the Financial Summary reflects a \$69,402,000 negative balance.

**DEPARTMENT DIRECTOR REVIEW**

The Department Director has reviewed this report.

  
\_\_\_\_\_  
Signature  
Department Director

Date 7/31/03